ONE-STOP CAREER CENTER SYSTEM
INVESTMENT PRINCIPLES

Background:

The One-Stop Career Centers System concept was introduced by the Federal Department of Labor as the organizing vehicle for transforming the current fragmented array of employment and training programs into a coordinated information and service delivery system for individuals seeking first, new or better jobs and for employers seeking to hire new workers.

California's One-Stop Career Center System Vision, which was approved by the State Job Training Coordinating Council in December 1995, presents a long term vision for a statewide One-Stop System which is:

- Integrated: Offering as many employment training and education services as possible for unified customer service;

- Comprehensive: Offering employers and job, education and training seekers a wide array of useful information, as well as widespread and easy access to needed services;

- Customer focused: Considering the needs and interests of customers in all aspects of service delivery and supporting informed choice by providing a means for customers to judge the quality of services; and

- Performance Based: With clearly identified outcomes and methods for measuring achievement of these outcomes.

This paper outlines the "investment principles" which should be used by partners (both state and local) when:

- Deciding how to invest resources in support of local One-Stop Centers/Systems;

- Working with employment, training and education providers to plan or implement an integrated One-Stop Center in a local area; and/or

- Determining what steps need to be taken to move existing local "One-Stop" partnerships into a coherent One-Stop Career Center system.

State/Local Role:

State responsibilities include providing overall policy guidance and oversight of California's One-Stop Career Center system, facilitating collaboration between the partners at both the State and local levels, developing electronic linkages between One-Stop Centers statewide and developing tools/systems with statewide application.

Local partnerships are responsible for designing One-Stop Career Centers which reflect the needs of their local communities and the mandatory investment principles outlined in this paper.

Mandatory Investment Principles:

All local One-Stop Career Centers/Systems must adhere to certain mandatory investment principles (described below). While it is understood that all mandatory investment principles may not be fully implemented at this time, all developing One-Stop Career Centers should have a plan of action in place to achieve these principles.

- Customer Access: The One-Stop Centers must provide a threshold level of service to all job, education and training seekers and employers. Client access to these services should be available through multiple entry points - both physical and electronic.

- Local Programs/Partners: As wide an array as possible of workforce preparation partners are encouraged to participate in local One-Stop Career Centers/Systems (See matrix which begins on page 3). Local partnerships must address the workforce preparation needs of local and regional industries and employers, as well as the education and training needs of the local population. However, at a minimum One-Stop Career Centers must include the following programs: Job Service; Veterans Employment Service; JTPA Dislocated Worker, Adult, and Youth Training; Senior Community Service Employment; and Unemployment Insurance programs.

- Core Services: Specified core services must be available for both employers and job, education and training seekers (See matrix which begins on page 5). Other services will be included based on local needs. All services should be customer-focused, convenient and easy for customers to access and use. There should be an emphasis on self-service and group activities for most clients, realizing that individual staff assistance will be required for some customers.

- Customer Choice: Customers will be provided sufficient information to enable them to exercise an informed choice in regard to services they wish to pursue and how those services will be delivered.

- Service Integration: Services and information must be integrated. A One-Stop Center should not simply be a collocation of partners. A plan should be in place which identifies processes and procedures which promote integration (e.g., staff cross-training, common forms/practices, shared case management).

2/5/97

- Community Support: The plan must have the support of local elected officials.

- Identifiable: The physical One-Stop Center may have an identifying name which is distinctive to the partnership as a whole, but must identify each respective partner.

- Performance Driven: The One-Stop Center must be committed to meeting outcome measures and quality assurance requirements in at least five areas: employment outcomes, learning outcomes, customer satisfaction, cost and service effectiveness, and customer access.

- Electronic Infrastructure: California's One-Stop Career Center System will rely heavily on the creation of an electronic infrastructure to provide customers with easy access to various types of high quality information. The Electronic Steering Committee, established by the One Stop Career Center Task Force is developing recommendations regarding the statewide electronic infrastructure. In the interim, local investments in electronic infrastructure should focus on the following:

   1. An open systems architecture;

   2. Increasing connectivity between partners at the local level and the state;

   3. Increasing the hardware/software capacity at the local level;

   4. Developing local applications when those applications are unique to the individual One-Stop Career Center; and

   5. Collaborating with state entities in application development where products have statewide application.

The following matrices provide information regarding One-Stop Career Center System design elements which should be in place to meet the investment principles outlined in this paper.

INVESTMENT PRINCIPLES:

CUSTOMER ACCESS

KEY ELEMENTS		CURRENT EXPECTATIONS	DEVELOPMENT/ IMPLEMENTATION RESPONSIBILITIES
Mandatory Customers	All Job, Education and Training Seekers:	All job, education and training seekers must have access to the core mandated services listed below.	Local Partners
	All Employers	All employers must have access to the core mandated services listed below.	Local Partners

LOCAL PARTNERS/PROGRAMS (Non-Exclusive List)

	PROGRAMS	PARTNERS	LEVELS OF INTEGRATION
	Adult Education	Secondary (High School) Districts	Joint planning required; some degree of co-location
	Apprenticeship Training	Joint Apprenticeship Council	Accessible through One-Stops
	Cal Grant Awards	Local Education Agencies	Information available at One-Stops
	Disabled Students Programs and Services	106 California Community Colleges	Accessible through One-Stops
	Employment Training Program	Employment Training Panel	Accessible through One-Stops
	Extended Opportunity Program and Services	106 California Community Colleges	Accessible through One-Stops
	Food Stamp Employment and Training	County Welfare Departments (CWDs)	Accessible through One-Stops
	Greater Avenues for Independence (GAIN)	CWDs and/or contractor	Joint planning required; some degree of co-location
	Job Corps	Job Corps Centers	Accessible through One-Stops
Mandatory *	Job Service	Employment Development Department (EDD)	Services accessible at all One-Stops either through co-location or electronic access
Mandatory *	JTPA Adult and Youth	Service Delivery Areas (SDA) administrative entity or Community-Based Organizations (CBO), or contracted service providers	Services accessible at all One-Stops either through co-location or electronic access

2/5/97

LOCAL PARTNERS/PROGRAMS

PROGRAMS (cont.)		PARTNERS (cont.)		LEVELS OF INTEGRATION
Mandatory *	JTPA Dislocated Worker	SDA administrative entity or CBOs		Services accessible at all One-Stops either through co-location or electronic access
	Migrant and Seasonal Farmworkers, JTPA 402 Program	Direct Department of Labor (DOL) Grantees, CBOs		Accessible through One-Stops
	Native American Prgs., JTPA 401 Program	Direct DOL Grantees, CBOs		Accessible through One-Stops
	Refugee Assistance	CWDs, Refugee Services Agencies, CBOs		Information available at One-Stops
Mandatory *	Senior Community Service Employment	Area Agencies on Aging, Direct DOL grantees		Services accessible at all One-Stops either through co-location or electronic access
	Temporary Assistance Program (CalTAP or TANF)	CWDs and TANF staff		Joint planning required; some degree of co-location
	Training and Work Programs	California Conservation Corps		Accessible through One-Stops
Mandatory *	Unemployment Insurance	Employment Development Department (EDD)		Services accessible at all One-Stops either through co-location or electronic access
Mandatory *	Veterans Employment Service	EDD Local Veterans Employment Representative/ Disabled Veterans Outreach Program (LVER/DVOP)		Services accessible at all One-Stops either through co-location or electronic access
	Vocational Education, Secondary Schools	High Schools or Regional Occupational Program		Accessible through One-Stops
	Vocational Rehabilitation	Department of Rehabilitation and/or contractor		Joint planning required; some degree of co-location
	Vocational/Technical Ed., Postsec. Schools	106 California Community Colleges		Accessible through One-Stops
	Youth Employment	California Youth Authority		Information available at One-Stops

* Required by U.S. Department of Labor

CORE SERVICES FOR
ALL JOB, EDUCATION AND TRAINING SEEKERS

KEY ELEMENTS		CURRENT EXPECTATIONS	DEVELOPMENT/ IMPLEMENTATION RESPONSIBILITIES
Mandatory Core Services	Directory of services	Information about services provided by current partners given to all customers at first visit to center or access point.	Local Partners
	Eligibility self-screening	Information about program eligibility requirements for all programs in partnership given to all customers at first visit to center or access point.	State in Collaboration with Local Partners
	Resource referral	Customers are given information about other resources available in the community and given referrals to appropriate agencies.	Local Partners
	Job service/employment information	Provides information about jobs and job referrals using job matching system.	State in Collaboration with Local Partners
	Labor market information	Local labor market information provided to customers.	State in Collaboration with Local Partners
	Intake	Collects information, certifies eligibility, and enters into appropriate reporting system.	State in Collaboration with Local Partners
	Assessment	Assesses suitability for services.	Local Partners
	Integrated service orientation	Provides an orientation to customers on programs and services available at or through the One Stop.	Local Partners
	Initial screening and coordination for next level	Enrollment into programs for intensive services when appropriate.	Local Partners
	Unemployment Insurance	Ability to file for Unemployment Insurance.	State EDD
Optional Services	Direct education and training services	Enrollment in education or training classes.	Local Partners

CORE SERVICES FOR
ALL JOB, EDUCATION AND TRAINING SEEKERS (con't)

KEY ELEMENTS		CURRENT EXPECTATIONS	DEVELOPMENT/ IMPLEMENTATION RESPONSIBILITIES
	Direct employment services	Provision of job search workshops, job clubs, etc.	Local Partners
	Other value added services	Provision of supportive services such as child care and transportation assistance.	Local Partners

CORE SERVICES FOR
ALL EMPLOYERS

KEY ELEMENTS		CURRENT EXPECTATIONS	DEVELOPMENT/ IMPLEMENTATION RESPONSIBILITIES
Mandatory Core Services	Directory of services	Information about services provided by current partners given to all employers at first visit to center or access point.	Local Partners
	Job applicant data bank	Employers through a single contact can gain access to all job applicants registered at the center.	State in Collaboration with Local Partners
	Resource referral	Referral to appropriate services provided by partners or other agencies in community.	Local Partners
	Labor market information	Employer related local labor market information provided.	State in Collaboration with Local Partners
	Economic development	Information about incentives available to employers and referral to local economic development agencies.	Local Partners
	Rapid response and plant closure assistance	Current JTPA Title III program.	Local Partners
Optional Services	Direct education and training services	Arrangement for customized/ contract education.	Local Partners
	Direct employment services	Arrangement for targeted recruitment and applicant screening.	Local Partners

SERVICE INTEGRATION

KEY ELEMENTS		CURRENT EXPECTATIONS	DEVELOPMENT/ IMPLEMENTATION RESPONSIBILITIES
Mandatory	Cross trained staff	Capacity building provided to staff and managers. Suggested staff competencies are currently being developed by the One Stop Task Force.	Local Partners in Collaboration with State
	Shared case management among center partners	A common case file is maintained for each customer which is shared by all partners. Electronic case management tools will be developed (see electronic infrastructure).	Local Partners in Collaboration with State
	Shared job development	Job development is coordinated/consolidated to ensure that multiple agencies are not contacting the same employers.	Local Partners
	Common (universal application) intake process	A common case file containing intake/eligibility data is maintained for each customer which is shared by all partners. An electronic intake /application process will be developed (see electronic infrastructure).	State in Collaboration with Local Partners
	Common local assessment process	Local partners agree to use a common local assessment process.	Local Partners in Collaboration with State
	Shared management among partners	Agreement for one agency to take the lead with shared management policies and decisions.	Local Partners

COMMUNITY SUPPORT

KEY ELEMENTS		CURRENT EXPECTATIONS	DEVELOPMENT/ IMPLEMENTATION RESPONSIBILITIES
Mandatory	Local elected official support	Local elected officials endorse the plan for the One-Stop Career Center.	Local Partners

2/5/97

IDENTIFIABLE

KEY ELEMENTS		CURRENT EXPECTATIONS	DEVELOPMENT/ IMPLEMENTATION RESPONSIBILITIES
Mandatory	Center Identification	A process will be developed which will certify official "One-Stop Career Centers."	State in collaboration with Local Partners
	Partner Identification	All partners within a One-Stop Center must be identified for the public.	Local Partners

PERFORMANCE DRIVEN

KEY ELEMENTS		CURRENT EXPECTATIONS	DEVELOPMENT/ IMPLEMENTATION RESPONSIBILITIES
Mandatory Measures	Employment Outcomes	Under development. SB 645 Phase I measures will include employment rate, retention and earnings. Initial data related to these measures will be collected by 11-1-97.	State in Collaboration with Local Partners
	Learning Outcomes	To be developed. Learning Outcomes will be part of SB 645 Phase II measures.	State in Collaboration with Local Partners
	Customer Satisfaction	To be developed. Customer Satisfaction will be part of SB 645 Phase II measures.	State in Collaboration with Local Partners
	Cost/Service Effectiveness	To be developed. Cost/Service Effectiveness will be part of SB 645 Phase II measures.	State in Collaboration with Local Partners
	Access	To be developed. Access measures will be part of SB 645 Phase II.	State in Collaboration with Local Partners

ELECTRONIC INFRASTRUCTURE

KEY ELEMENTS		CURRENT EXPECTATIONS	DEVELOPMENT/ IMPLEMENTATION RESPONSIBILITIES
Will Include	Improved labor market and career information	In development. Will focus on self help.	State in Collaboration with Local Partners
	Common (universal) intake/ application process.	To be developed. For all partners to gather baseline information regarding the customer.	State in Collaboration with Local Partners

ELECTRONIC INFRASTRUCTURE (con't)

KEY ELEMENTS		CURRENT EXPECTATIONS	DEVELOPMENT/ IMPLEMENTATION RESPONSIBILITIES
	Automated program eligibility applications.	To be developed. Will be able to identify what programs the customer is eligible to receive.	State in Collaboration with Local Partners
	Common case management tools	To be developed. Will be used to track clients across programs.	State in Collaboration with Local Partners
	Automated management information system and cost accounting tools	Under discussion.	State in Collaboration with Local Partners
	Consumer reports system	In development. Will provide descriptive information on training providers including types of courses offered and program outcomes.	State in Collaboration with Local Partners
	Automated job bank function	In development. Will provide information about job openings both locally and statewide.	State in Collaboration with Local Partners